

## FOUNDATIONAL CONCEPTS

**Project:** a temporary group of related tasks undertaken to create a unique product, service, or result

**Program:** a group of related projects and operations coordinated together in a larger effort than a project

**Portfolio:** an organization's entire investment in projects and programs **(PMBOK-Appendix D)**

**Project Management:** using skills, knowledge, and resources to satisfy project requirements

**Process:** 1 of 42 packages of steps, tools, and techniques that provide specific subjects for the project **(PMBOK-Appendix D)**

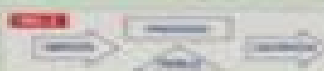


**Phase:** group of project activities associated by not gates to include phase deliverables

**Project Life Cycle:** a group of project phases spanned by an organization's project management methodology

**Methodology:** an organization's specific implementation of project processes, a set of steps to manage a project

**Triple Constraints:** the concept that scope, time, and cost are interrelated, one cannot change without affecting at least one of the other's, also known as the "iron triangle" **(PMBOK-Appendix E)**



**Baseline (BS):** the original plan after all approved change requests, forecasts, used

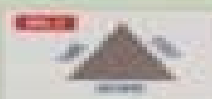
**System:** a set of formal management procedures, rules, processes, people, etc. that support an outcome

**Historical Information:** information from previous projects used to evaluate future project decisions

**Lessons Learned:** documented various historical information used to avoid repetition in future projects

**Progressive Elaboration:** an iterative approach where planning occurs in cycles rather than only up front

**PM Skills:** Leading, Communicating, Negotiating, Managing, using, Influencing, Integrating, and Being Practical



## PROJECT ROLES

**Project Manager:** the person ultimately responsible for the project, authorized to spend budget and assign resources to make project work

**Project Coordinator:** a role smaller than a project manager may assign project resources but are authorized to spend funds

**Project Expediter:** a role smaller than a project coordinator reports on project progress without authority to assign resources or spend funds

**Project Sponsor:** responsible for funding the project, typically a senior manager that is may not be the Customer

**Stakeholder Management:** a manager is responsible that the project manager, monitor projects, anticipate that, resolve organizational conflicts and issues

**Stakeholder:** a person or group having an interest, whether positive or negative, in the result of the project

**Functional Manager:** a department manager who "owns" project resources, administers human resource management responsibilities for employees

**Project Officer:** is supporting or controlling department reporting methodologies, tools, standards, best practices, and goals

**Program Manager:** responsible for programs, coordinating several related projects to achieve a common goal

## ORGANIZATION TYPES & PROJECT MANAGER POWER

**Functional:** team members work for a department, may be loaned to a project at times, little or no PM power

**Projectized:** PM is manager of projects and resources, has complete authority

**Matrix:** Combination with functional managers and project managers, PM has more power in Strong Matrix, equal in Balanced Matrix, and less in Weak Matrix



## PROCESS FRAMEWORK

Process groups are not project phases. Process groups are not linear; they are iterative. Process names follow with issue structure (e.g., Define Scope)

### KNOWLEDGE AREAS (10) (all processes)

|                                 |    |
|---------------------------------|----|
| Integration Management (485)    | 48 |
| Scope Management (200)          | 20 |
| Time Management (244)           | 24 |
| Cost Management (239)           | 23 |
| Quality Management (248)        | 24 |
| Human Resource Management (244) | 24 |
| Communications Management (208) | 20 |
| Risk Management (244)           | 24 |
| Procurement Management (239)    | 23 |
| Stakeholder Management (216)    | 21 |

### 47 PROCESSES

| Process | 1 | 2 | 3 | 4 | 5 | 6 |
|---------|---|---|---|---|---|---|
| 1.1     |   |   |   |   |   |   |
| 1.2     |   |   |   |   |   |   |
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| 1.8     |   |   |   |   |   |   |
| 1.9     |   |   |   |   |   |   |
| 1.10    |   |   |   |   |   |   |
| 2.1     |   |   |   |   |   |   |
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| 2.47    |   |   |   |   |   |   |

### PROCESS GROUPS (5)

| Process Group                   | Count |
|---------------------------------|-------|
| Initiating (2)                  | 2     |
| Planning (17)                   | 17    |
| Executing (18)                  | 18    |
| Monitoring and Controlling (20) | 20    |
| Closing (2)                     | 2     |

## COMMON INPUTS, TOOLS, AND OUTPUTS

**Inputs:** Organizational Process Assets (OPAs), Enterprise Environmental Factors (EEFs), Project Management Plan (PMP), Risk Register, Work Performance, Work Performance Reports

**Tools:** Expert Judgment, Meetings, Analytical Techniques, Facilitation Techniques, Project Management Information Systems (PMIS)

**Outputs:** Change Requests, Updates (PMP Plan, Project Docs, and OPAs), Work Performance Information

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**Andy Crowe**



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### **Table of Contents Pmp Exam Quick Reference Guide**

1. Understanding the eBook Pmp Exam Quick Reference Guide
  - The Rise of Digital Reading Pmp Exam Quick Reference Guide
  - Advantages of eBooks Over Traditional Books
2. Identifying Pmp Exam Quick Reference Guide
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Pmp Exam Quick Reference Guide
  - User-Friendly Interface
4. Exploring eBook Recommendations from Pmp Exam Quick Reference Guide
  - Personalized Recommendations

- Pmp Exam Quick Reference Guide User Reviews and Ratings
- Pmp Exam Quick Reference Guide and Bestseller Lists
- 5. Accessing Pmp Exam Quick Reference Guide Free and Paid eBooks
  - Pmp Exam Quick Reference Guide Public Domain eBooks
  - Pmp Exam Quick Reference Guide eBook Subscription Services
  - Pmp Exam Quick Reference Guide Budget-Friendly Options
- 6. Navigating Pmp Exam Quick Reference Guide eBook Formats
  - ePub, PDF, MOBI, and More
  - Pmp Exam Quick Reference Guide Compatibility with Devices
  - Pmp Exam Quick Reference Guide Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Pmp Exam Quick Reference Guide
  - Highlighting and Note-Taking Pmp Exam Quick Reference Guide
  - Interactive Elements Pmp Exam Quick Reference Guide
- 8. Staying Engaged with Pmp Exam Quick Reference Guide
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Pmp Exam Quick Reference Guide
- 9. Balancing eBooks and Physical Books Pmp Exam Quick Reference Guide
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Pmp Exam Quick Reference Guide
- 10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine Pmp Exam Quick Reference Guide
  - Setting Reading Goals Pmp Exam Quick Reference Guide
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Pmp Exam Quick Reference Guide
  - Fact-Checking eBook Content of Pmp Exam Quick Reference Guide

- Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
- 14. Embracing eBook Trends
  - Integration of Multimedia Elements
  - Interactive and Gamified eBooks

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